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The Marketing Concept Revisited

by

Stuart U. Rich*

In a speech entitled "The Marketing Concept: Can It Be Dangerous?," American Marketing Association President Keith Cox told the 1979 Marketing Educators' Conference in Minneapolis that the marketing concept might be dangerous to follow during the 1980s. Cox cited a number of external and internal constraints that might cause companies to temper their traditional views on "giving the customers what they want." These constraints included increasingly scarce resources, government regulation, lack of functional integration, and lack of integration of the marketing concept with strategic planning.

The purpose of this article is to reexamine the marketing concept in the light of Professor Cox's remarks and to see to what extent it may or may not be applicable to the management of companies during the coming decade. Rather than trying to predict exactly what is going to happen to this concept during the 1980s, however, let's review what has happened to it during the 1960s and the 1970s. Perhaps what Professor Cox is warning us about has already occurred.

Objective and Methodology

This article is based on a recently completed study of the marketing concept. The objective of my study was to examine the major companies in one particular industry—the forest products industry—and to see what their experience has been in adopting and practicing the marketing concept.

The time frame is the last 15 years—from the mid-1960s through the present. The firms studied were the top 20 U.S. forest products companies. Nineteen of these were listed in the *Fortune* 500 largest companies; the twentieth, since it was a privately-held company, was not listed. Sales volume ranged from about $500 million to $4½ billion, and the 20 companies accounted for most of the production of the integrated segment of the industry. These integrated firms had their own timber resources, which furnished all or a portion of their raw material needs, and most of them manufactured both wood fiber products, chiefly pulp and paper, and solid wood products, such as lumber and plywood.

I secured my data from personal interviews with general managers and marketing executives in 14 of the 20 companies, and through correspondence and telephone interviews with managers in the remaining six. Company organization charts, position descriptions, and annual reports were also studied.

Adoption of the Marketing Concept

Starting about the mid-1950s, many leading companies in the consumer goods field adopted what is called "the marketing concept"—a concept within which decisions on manufacturing, product development, materials procurement, capital expansion, or any other important activity are made with the needs and desires of the final customer as the major determinant.

In the industrial goods field, at least initially, less interest was shown in adopting the marketing concept. Many producers were more concerned about raw materials and production processes. In the forest products industry, for instance, the key to success for lumber and plywood mills was to have a good supply of old-growth timber and efficient mill operations to convert this timber into finished commodities. There was a broad market for the mills' output, and the job of selling the output was handled on an auction market basis by many established types of jobbers and wholesalers.

By the early 1960s, however, industrial goods manufacturers decided that they might be missing out on something by not following the lead of consumer goods firms and becoming more oriented to the final customer. In their hurry to make up for lost time, many firms embarked on crash programs of diversification into fields only remotely related to their basic lines of business. To speed up the process of embracing the marketing concept, they hired marketing executives from soap companies, baby food companies, home appliance companies, and, of course, from management consulting firms, who were the high priests of this doctrine. (Marketing professors, I must confess, were also numbered in this priestly hierarchy.)

Most of the major forest products companies jumped on the bandwagon. One company president announced that his firm was "making a basic shift from the commodity selling of lumber to the end-user marketing of wood products." Taking his cue from this remark, the new manager of marketing planning for this company went on to say, "We've got to change from a make-and-sell philosophy to a sell-and-make philosophy . . . . This means moving from auction selling to controlled selling . . . from commodity selling to specialty selling to particular market segments." With considerable promotional fanfare, this company introduced a number of highly technical lines such as rounded, compression-molded wood products designed to compete with similar (and much cheaper) products made of plastic. All of these lines were money losers.

In another company, where marketing was charged with the introduction of new products and the development of new markets, a basic commodity line of newsprint and groundwood printing papers was expanded to include some 2,000 different grades and colors to better serve the printing and business communications markets. As one company executive later remarked, "We had the vice president of marketing in New York City, and the vice president of manufacturing up here with our mills (in a different state, some distance away), and the two of them never talked to each other, and the president never managed to get them together. As a result, most of these special grades and colors were losing us money, and only the newsprint business kept us live."

The dominance of marketing was reflected in the organization structures of many of the major forest products companies at this time, as illustrated by Company X. A major feature of Company X's organization was the separation between line sales and sales service activities on toe one hand, under a VP, Operations, and a wide range of staff marketing activities on the other hand, under a VP, Marketing. These staff personnel included product managers, marketing planners, marketing researchers, marketing program directors, and merchandising directors. These marketing personnel had considerable power, not only over the marketing and line sales effort but over the whole running of the company. The product managers, for example, determined mill inventory levels and had the major say in setting production schedules for the mills. This subordination of manufacturing to marketing was helped by the fact that the VP, Operations, came from a marketing background and had a strong bias in this direction. Timberlands was a separate division by itself, and its main function was simply to keep the mills supplied with raw materials. Although a lot of marketing planning was carried on, there was very little effort to relate marketing plans to any kind of strategic plan for the company as a whole. As one executive later remarked, "It was wild. These product managers

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were churning out new products, and the market managers were leading us into new markets completely outside of our areas of competence. Very few of these projects turned out to be profitable."

What Went Wrong

As the above examples suggest, the adoption of the marketing concept in this industry was not very successful. What went wrong? Like all new management doctrines that have come along, the marketing concept was carried to excess. While more attention to market needs was doubtless desirable, many forest products companies lost sight of the fact that their major strength was their timberlands, and that for most of their product line they were still dealing with standardized commodities sold in an auction market or on a contract basis with price and service as the major considerations. Marketing planners, often with no prior experience in the forest products industry, were brought in and given virtually free rein in their product and market development activities. They received little direction from top management in the form of corporate strategy guidelines. As a result, they were unable to integrate their marketing plans and programs with those of other functional areas such as manufacturing and timberlands.

By the start of the 1970s, it became apparent that the pendulum had swung too far. Those companies that made a serious effort at strategic planning now took careful stock of their strengths and weaknesses and drew back from businesses which had taken them too far afield from their timber resources. By the mid-1970s, three external factors also conspired to hasten their retreat from the marketing concept: rising timber prices, stagflation, and the increasing cost of capital equipment.

Starting about 1968, raw materials costs—particularly in major timber-producing regions—rose in ratchet-like fashion, while end-product prices fluctuated widely and did not keep pace with rising timber costs. For example, the index of stumpage prices for Douglas fir sawtimber sold in national forests in western Oregon and Washington rose over 900% from the first quarter of 1968 to the third quarter of 1979, while lumber and plywood prices rose less than half that amount, by about 320% and 230%, respectively.[1] With a shrinking commercial timber base, this trend seemed likely to continue; and problems of timber management and procurement, and improved timber processing and conversion replaced the marketing of end products as the industry's major concern. Improved timber processing also induced greater use of wood waste and residuals, not only for new products but also as a source of fuel to offset rising energy costs.

What about the impact of stagflation? The decade of the '60s had been one of strong growth, with real GNP rising at a rate of about 4¼% per year. During the 1970s, the growth rate averaged about 2¾% per year, and was accompanied during most of these years by high inflation. This condition of "stagflation" discouraged plant expansion, or any type of high-risk, deferred-return activity, including the development of new products and new markets. Management attention shifted to lowering costs through improvements in the manufacturing process, through maximum utilization of raw materials, and through broad and efficient distribution of commodity-type products. Replacing earlier statements about market diversification plans, one company, in its 1978 Annual Report, announced that its major goal was "to improve our productivity by 20% during the coming five-year period." The chief executive officer company stated as one of his firm's major objectives: "to become the world's low-cost producer in each of our major product lines."

Finally, the increasing cost of capital equipment, including the cost of meeting government-mandated environmental requirements, reinforced the need to get optimum utilization from present manufacturing facilities. As one top manager phrased it, "It's our in-place manufacturing capabilities and our wood resources that determine our product mix."

Back to Basics

The swing away from the marketing concept and back to an emphasis on timber resources and production capabilities was evident in statements relating to company goals and strategies found in the 1978 Annual Reports of the top 20 companies which I studied. These companies could be divided into three categories. In the first category, consisting of 11 companies, raw materials were the overriding concern. Typical were the following statements by two of these companies:

> "Our company is a resource company . . . . We grow and harvest trees to make and sell wood products."
>
> * * * * *
>
> "Simply put, we are tree farmers and wood converters. The thrust of our business is to capitalize on the relationship between what our lands will grow and what our customers will buy . . . ."

In the second category, which numbered seven companies, about equal emphasis was given to raw materials and to production facilities, with marketing of secondary concern. Characteristic of these companies was the following strategy statement:

> "To facilitate wood procurement and to extract maximum value from each log, we have located wood products operations near each of the paper mills . . . . We concentrate on three types of paper: newsprint and other groundwood printing paper, containerboard, and business papers. The product line is narrow by design; concentration permits production economy and market strength."

Among the two remaining companies, strategy statements still had a strong marketing orientation, and product lines were described as being determined by the "ever-changing needs of our customers." These two firms, incidentally, were among the least profitable of the 20 studied.

Thus, we see that for all but two of the 20 major companies in the forest products industry, the marketing concept, as practiced in the 1960s, was abandoned; and major emphasis shifted to resource management, followed by production efficiency, with marketing definitely in third place. Let's examine more specifically the role of marketing in this new setting.

The New Role of Marketing

Today's resource-oriented companies have as the foundation of their strategy the enhancement of the value of their timberlands base. This is aptly portrayed by one company through its "Materials Flow Strategy."

The basic strategy of Company A was to deploy its resources in such a way as to optimize the flow of materials from timberlands to markets. This optimization involved satisfying demand at maximum profit in the various markets served, while at the same time enhancing the value of the company's prime resource, its timberlands. In the flow of materials, many different conversion options were open to the company, such as timber into logs, and logs into wood products or pulp, and pulp into paper or paperboard. At any point along the way, starting with the land and timber, materials might be sold rather than going on to the next stage of manufacture.

The 11 strongly resource-oriented companies in the first category noted earlier followed essentially some form of materials flow strategy, as did the seven companies in the second category, although to a lesser degree. Decisions on what products were to be produced in this flow of materials, and in what markets they were to be sold, were made by top management, and/or general division managers, rather than by marketing personnel. The underlying consideration in such

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[1]Florence K. Ruderman, *Production, Prices, Employment, and Trade in the Northwest Forest Industries*. Portland, Oreg.: Pacific Northwest Forest and Range Experiment Station, U.S. Department of Agriculture, Forest Service, 1979; and *Fingertip Facts and Figures* (1968-1979), Washington, D.C.: National Forest Products Association (no author).

Lean Marketing:

When Is Less Better?

by

J. Barry Mason*

During the 1960s, marketing was in the driver's seat for major corporations. The primary emphasis was on sales growth generated by good service and distribution. The key words in our marketing language were market segmentation, marketing audits, product positioning, and customer orientation. Less emphasis was given to product planning, and advertising was used primarily in a direct sales role.

Today, however, our traditional marketing techniques, geared primarily to demand stimulation and the golden age of the consumer, may no longer allow us to adequately identify and capitalize upon the opportunities of this decade. Indeed, model proliferation and extreme segmentation of markets—highlights of strategies for the 1960s and '70s—have already passed their peak in some industries.

In the high growth era of the '60s, marketing was easy for hard working, success oriented individuals as "more is better" characterized the philosophy of the nation. Success could still be achieved during the '70s by working both "hard and smart." Today, however, working both "hard and smart" may not be sufficient. Forward thinkers have thus labeled the '80s as the era of strategic planning—that of disciplined planning for disciplined growth.

As part of a survey among the chief marketing officers of *Fortune* 500 corporations, we recently sought some answers about directions in market planning in the 1980s. We sought information on (1) management perceptions of consumer behavior for the 1980s and (2) perceptions of product characteristics most likely to be successful.

The surveyed executives agreed that consumers today are less interested than they were five years ago in annual style changes, that they are demanding longer-life products, and that they are now more sensitive to trade-offs between price and satisfaction. In addition, the executives indicated that conspicuous conservation, voluntary simplicity, and similar phrases describe the new values concept of many consumers.

Management thus perceives consumers as primarily seeking products which are durable and resistant to obsolescence, which do not require much service, and which are not heavy users of energy. The era of the post-industrial consumer is upon us.

Frills, fads, and planned obsolescence are no longer readily accepted by cost-conscious and inflation-warped consumers. These consumers instead are

- Looking for long-lasting, quality-made products
- Returning to time-tested standards of design and taste
- Buying fewer but better goods than in earlier years
- Seeking quality products which do not have to be so frequently replaced and items of clothing which can be worn for years because they never really go out of style

General Motors is a good example of product development in action for the 1980s. Their researchers found, for example, that consumers are more than willing to sacrifice exterior size for interior space. Thus, the GM X-cars featuring front-wheel drive, small engines, and new bodies are extremely popular. They had thought that 60% of the orders for the X-lineup would be for the six-cylinder engines and that less than 10% would be for manual transmissions. Instead, they found just the opposite. Here was a car designed for young families seeking both roominess and utility. Instead, the median age of the buyer is 48 years, an age normally reflective of purchases of larger cars. A vice president of GM's marketing staff admitted that "The old demographics are out the window. We're attracting almost *anybody* in the market for a car." Generic products are another example of such occurrences in the aggregation of markets today. Consumers are willing to give up variety and some quality for price reductions 30% to 60% below national brands.

But what specifically are some additional meanings of the executives' thinking for marketing and communications strategies over the next few years? Well, they said that companies will continue to standardize products to hold down costs and that they will pay *less* attention to product differentiation and small market segments. Also, they said that more nearly universal appeals in promotion, such as good price / value relationships, will be stressed.

The new product development mix will be changed. For example, builders will construct more town houses and condominiums instead of luxury homes. *Manufacturers* are already swinging to knock down furniture so that it can be assembled and finished by customers.

Management will have to give more attention to how expenditures change as a function of household income. Specifically, consumers today must spend a larger proportion of income on food and thus have fewer dollars available for other products and services.

De-marketing may thus represent a major role for advertising in the future—specifically, encouraging people not to consume, not to replace, not to waste.

We probably will see less emphasis on annual model changes and more emphasis on product modification to serve larger market segments and to make products more energy efficient, more durable, and easier to service. Fashion cycles in women's clothing have been extended two or more years from a nearly seasonal change in the 1960s. Some automobile models are now remaining almost the same for as long as seven years.

Consumers will place more emphasis on *life-cycle economics* in purchases—the cost of a product (including purchase price, repairs, and trade-in value) over its life.

Finally, a new word has entered our language: "videotech." Videotech embraces superstations, cassettes, video discs, paid cable, two-way cable, and subscription TV, among other things. Syndication and other servicing concepts of the space age era also fall into its scope. Each ad medium is becoming more fractionalized. Even though the media try to sell us viewership by income and age, reason tells us that the TV audience which once may have been out there awaiting our message is no longer there.

Some persons say this new technology is *already* creating an electronics revolution. But how fast will the explosion really occur? Clearly, the video era is virgin territory. Advertisers will need to play a key role in shaping its future but need to act *now*. Cable penetration, for example, will reach 27% by the middle of the 1980s and perhaps 40% by 1990. Paid TV, both cable and over the air, is forecast to be in 15% of TV

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homes by 1985 and perhaps 30% by 1990.

Numerous unanswered questions abound about the new technology. For example, VCR may complicate audience ratings and is a matter of concern to the Nielsen Company. We don't even know, for example, what types of materials are being recorded off the home screen today. When is the recording likely to be used? Are the commercials deleted in the recording?

But more fundamentally, *why* should management subscribe agressively to this new technology at all if they are aggregating markets today for reasons of consumer pressures for lower prices? They very well may see little need for this new technology at this time.

Totally new ways of seeking information by consumers will occur when management does use the technology, however. The new Teltex System (newspapers shown on TV screens), for example, will allow persons to call up ads at their convenience for purchases. More and better information for consumers will be needed when this occurs. New decision criteria may need to be stressed in the ads since the *consumer* would be initiating the search process and would be closer to the purchase stage than occurs when a person normally is exposed to advertising. Cost per thousand per exposure also goes up dramatically if people only call up the ads in which they are interested. However, cost per thousand exposures to potential buyers is a measure we should have been using all along.

Newspapers probably will remain as a mass medium for the local market. However, through the use of national cable networks, we may for the first time see a truly national market for a newspaper such as the *New York Times*, as opposed to some of the regional editions of national papers today.

Further, will both traditional and new segmentation variables become *more* important as a result of these new technologies and fragmentation capabilities? *Or* will benefit segmentation reaching broad segments of people, for example, become more important and cross demographic lines as never before as a result of changing consumption behavior? The GM X-car, which we have talked about, shows the fusing of segments with the old demographics out the window.

New concepts in promotion based on the new modes of delivery are also already upon us. Video discs, already in test markets, could be the tool which makes audio-visual media cheap enough for even small spenders to use. For example, pharmaceutical advertisers may be able to send video commercials directly to physicians. Major changes will also occur in point of purchase technology. A family in the electronics society may shop for cars by listening to 15 to 20 minutes of discs and tapes received either by mail or picked up from an automobile dealer, for example. Less in-store shopping for many items will occur. What will be the effects on impulse purchases and point of sale purchase, for example? Other examples abound, but time doesn't permit their discussion.

The thoughts I have outlined, of course, reinforce the need for more precise application than ever before of the marketing concept as we witness the advent of the ability to *fragment* audiences more than ever through the new technology but see some major moves by marketing managment to aggregate markets and to prune product lines. The problem with the marketing concept is the same as with all concepts in business—namely, tropism toward rigidity in the minds of many people. Our concepts tend to become dogmatized; for example, we unfortunately still tend to think that what worked well in the 1960s and early 1970s will work well today. As observed by Ted Leavitt, Professor of Business Administration at Harvard University, there is not and cannot be any rigid and lasting interpretation of what the marketing concept means for the specific ways in which a company should operate. But one thing is sure: the consumer is and will remain the focal point of marketing decisions. We may need, however, to rethink the meaning of the marketing concept for application in the 1980s as drastically new strategies, such as market aggregation and demarketing, are appearing at the very time when the capability for more precisely fragmenting markets through the new electronics technology is available as never before.

The Marketing Concept Revisited

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decisions was to emphasize commodity products sold in auction markets in order to generate cash flow and to maximize the value of the timber asset base, or to "improve profitability by monetizing timber assets," as one company put it.

What was the role of marketing in this type of scenario? Marketing's job was to generate volume sales and to achieve cost effectiveness in delivering the product. This included minimizing transportation costs, and involved logistics decisions as to which mills should serve which markets and by what mode of transportation. Another important ingredient of marketing's volume-sales / low-distribution-cost mission was to set up and manage captive distribution centers, which often combined both wholesaling and retailing operations, thus producing greater control over the movement of goods from mill to market.

Marketing and the SBU

Illustrating the management principle that "structure follows strategy," the shift of strategic focus from serving end markets to optimizing the value of the resource base was reflected in the organization structures of the companies studied. Instead of having marketing vice presidents at the top, marketing was now pushed down to a lower organizational level, typically under the general manager of a strategic business unit (SBU). The SBU concept, which was first adopted in the early 1970s, had by 1978 become the focal point of organization structure in 16 of the 20 companies studied, replacing the divisional or functional form of organization of a decade or so earlier. Illustrative of this new form of organization was Company B.

Company B was organized around business units, which, in turn, were clustered into business groups, headed by Senior Vice Presidents who reported to the President. In contrast with the typical organization structure of the 1960s, illustrated earlier by Company X, there was no marketing executive at the top management level. Corporate planning had replaced marketing among top-level staff departments, and the closest thing to a top-level marketing executive was a VP, Distribution, whose job it was to oversee the physical distribution of those products of the various business units which were sold through the company's captive distribution outlets.

At the SBU level in Company B, line sales and customer services typically came under a sales manager, and marketing planning and product promotion, under a marketing manager. Both of these executives reported to the head of their particular SBU, such as the VP, Printing Papers, or the VP, Consumer Products. The sales manager and the marketing manager, assisted by their staffs, drew up sales forecasts and marketing plans for their business units. These forecasts and plans were reconciled with forecasts of production capacity and raw materials availability. They were then further developed by the SBU head, sometimes assisted by a director of operations, and finally became the SBU's strategic business plans which were presented to top management for final approval. In this way, marketing planning was closely integrated with corporate strategic planning.

Conclusion

How do these findings relate to Cox's warning about the dangers from the marketing concept during the coming

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Alabama Business at a Glance

(MAY 1979 - MAY 1980)

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GENERAL BUSINESS INDICATORS FOR ALABAMA

Type of Activity	Annual		1979								1980				
	1978	1979	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May
INDUSTRIAL															
Bituminous coal production[1] *(1,000 net tons)*	20,110	24,833	2,390	2,150	1,756	2,335	2,172	2,393	2,184	1,855	2,082	2,312	2,125	2,330	2,363
Cement shipments *(1,000 net tons)*	2,837	2,667	264	255	209	260	177	275	218	166	163	197	169	.....	.....
Coke production *(1,000 net tons)*	3,670	4,671	392	397	402	416	390	384	391	406	403	367	385	368	.....
Cotton consumption *(1,000 lbs.)*	412,082	394,144	33,488	32,487	27,236	35,374	30,696	38,042	32,802	30,072	31,130	35,028	35,238r	34,914	.....
Crude oil and condensate production *(1,000 barrels)*	19,824	19,177	1,684	1,578	1,572	1,571	1,295	1,616	1,691	1,812	1,836	1,734	1,870	1,603	.....
Electric energy consumption, industrial purposes *(1,000,000 kwh)*	27,073	28,359	2,412	2,421	2,427	2,484	2,384	2,348	2,311	2,272	2,294	2,298	2,311	2,301	2,277
Pig iron production *(1,000 net tons)*	3,417	3,675	334	338	332	345	273	257	243	321	359	320	354	292	275
Pulp, paper, and paperboard production *(1,000 net tons)*	4,455	4,603	377	398	397	394	345	401	385	350	411	389	426	390	402
Steel ingot production, adjusted index *(1967 = 100)*	93.1	91.6	94.8	92.7	91.2	97.5	84.0	76.2	80.1	102.7	97.9	100.9	97.7	94.1	82.7
Steel ingot production (Ala., Ark., Miss., Tenn.)[2] *(1,000 net tons)*	4,265	4,473	412	377	386	397	344	325	314	395	425	379	416	386	356
CONSTRUCTION															
Building contracts awarded, new and alterations combined[3] *($1,000)*	2,757,645r	2,527,790	222,600r	196,589	151,649	161,468	184,765	147,104	128,857	114,360	158,100	130,500	110,500	167,700r	132,800
Residential	1,308,891r	983,019	101,600r	87,394	70,462	85,764	89,711	74,344	54,889	50,532	50,900	64,900	66,200	53,300r	67,500
Nonresidential	761,600r	669,862	82,200r	41,615	45,541	41,023	78,704	61,793	36,454	29,970	75,600	53,400	25,900	40,600	34,700
Public works and utilities	687,154r	874,909	38,300r	67,580	35,446	34,881	16,350	10,967	37,514	33,858	31,600	12,300	18,200	74,000r	30,500
Cement consumption *(1,000 net tons)*	1,496r	1,247	126	122	100	132	88	131	97	75	78	84	70	.....	.....
FINANCE															
Insurance sales, ordinary life *($1,000)*	5,162,516r	5,761,035	517,002	512,417	492,023	507,071	442,191	509,814	470,033	490,011	455,207	468,723	561,812	564,697	556,909
Savings in savings and loan associations[4] *($1,000,000)*	3,775	4,079	3,889	3,939	3,954	3,963	3,998	4,030	4,051	4,079	4,081	4,106	4,142	4,154	.....
Tax collections *($1,000)*															
Total	1,477,673	1,646,078	182,986	101,688	154,192	140,304	131,403	144,879	153,430	91,938	158,740	157,974	117,070	159,144	179,450
Franchise	37,481	41,607	1,305	2,515	5,588	2,073	4,573	4,901	2,349	3,715	804	770	8,823	3,299	1,266
Gasoline (excl. aviation)	150,919	145,662	12,027	12,705	11,893	11,772	12,485	12,028	12,149	11,800	11,640	11,488	11,053	11,344	11,345
Income	493,972	569,697	93,294	25,573	54,075	59,467	29,447	45,495	66,747	8,157	49,745	78,908	31,492	57,445	97,189
Motor fuels	26,791	28,307	2,521	2,127	1,764	2,461	1,937	2,768	3,256	2,858	2,116	2,634	1,921	1,962	2,599
Sales	456,694	507,985	46,567	42,481	41,738	40,000	42,323	41,841	45,423	44,612	52,303	38,960	39,039	41,643	43,440
2.2% Gross receipts	25,861	28,555	199		6,824	40		7,839	9	26	7,750	137	28	7,576	272
TVA electric	19,652	25,926	1,598	1,598	1,598	1,598	7,317	.....	3,883	1,942	1,942	1,942	1,942	1,942	.....
Tobacco	52,099	52,761	4,420	4,330	4,871	4,575	4,986	4,931	4,214	4,147	4,404	3,994	4,190	4,248	4,746
Use	51,435	57,383	5,542	655	9,732	4,121	393	9,280	4,465	827	11,052	3,338	600	10,091	4,352
Utility	79,978	94,022	10,041	4,640	10,280	8,041	8,549	8,512	5,146	8,039	11,515	9,355	9,772	9,314	8,403
PRICES															
Consumer Price Index, U.S.[5] *(1967 = 100)*															
All items	195.4	217.4	214.1	216.6	218.9	221.1	223.4	225.4	227.5	229.9	233.2	236.4	239.8	242.5	244.9
Food	211.4	234.5	234.3	235.4	236.9	236.3	237.1	238.2	239.1	241.7	243.8	244.9	247.3	249.1	250.4
Housing	202.8	227.6	222.4	225.5	228.4	231.5	234.6	237.7	240.8	243.6	247.3	250.5	254.5	257.9	261.7
Fuel and utilities	216.0	239.3	232.2	239.0	243.5	247.2	251.2	252.9	252.0	255.1	258.6	263.8	268.0	270.5	275.9
Apparel and upkeep	159.6	166.6	166.1	165.7	164.3	166.3	169.8	171.0	171.7	172.2	171.0	171.9	176.0	177.3	177.5
Transportation	185.5	212.0	207.7	212.6	216.6	219.6	221.4	222.7	224.9	227.7	233.5	239.6	243.7	246.8	249.0
Medical care	219.4	239.7	236.3	237.7	239.9	241.8	243.7	245.9	248.0	250.7	253.9	257.9	260.2	262.0	263.4
Energy	220.4	275.9	260.8	275.4	287.1	296.3	304.3	307.5	307.8	313.7	327.9	344.6	355.0	358.8	363.2
Producer Price Index, U.S.[6] *(1967 = 100)*															
All commodities	209.2	235.5	232.0	233.5	236.9	238.3	242.0	245.6	247.2	249.7	254.9r	259.8	261.5	262.3	263.7
Industrial commodities	209.3	236.3	231.6	234.0	237.5	240.6	244.2	249.0	250.6	253.1	260.6r	265.4	268.2	270.7	271.2
Index of prices received by Alabama farmers *(1966-68 = 100)*	206.0	229.0	243.0	228.0	221.0	212.0	221.0	207.0	218.0	224.0	228.0	233.0	222.0	212.0	213.0
Purchasing power of the dollar, U.S. *(1967 = $1.000)* As measured by															
Consumer prices	.512	.461	.467	.462	.457	.452	.448	.444	.440	.435	.429	.423	.417	.412	.408
Wholesale prices	.478	.425	.431	.429	.423	.420	.414	.408	.405	.401	.393	.385	.382	.381	.379
LABOR FORCE AND EMPLOYMENT[7]															
Civilian labor force *(1,000 workers)*	1,588.0r	1,625.0	1,632.3	1,646.8	1,657.8	1,632.6	1,647.6	1,656.6	1,638.3	1,632.0	1,608.1	1,614.7	1,618.1	1,619.4	1,639.0
Unemployment	101.0r	116.0	110.1	127.9	132.4	117.7	118.2	114.1	113.4	118.0	126.2	126.5	128.8	122.1	134.5
Unemployment rate	6.3r	7.1	6.7	7.8	8.0	7.2	7.2	6.9	6.9	7.2	7.9	7.8	8.0	7.5	8.2
Employment	1,487.0r	1,509.0	1,522.2	1,518.9	1,525.4	1,514.9	1,529.4	1,542.5	1,524.9	1,514.0	1,481.9	1,488.1	1,489.3	1,497.3	1,504.5
Nonagricultural	1,336.5r	1,362.8	1,362.1	1,366.6	1,369.8	1,363.8	1,370.8	1,378.1	1,377.9	1,378.2	1,362.2	1,364.1	1,362.8	1,365.2	1,360.2
Manufacturing	368.9r	374.6	373.7	376.4	375.6	375.7	375.0	375.7	373.8	372.6	371.1	370.6	370.0	368.8	363.7
Durable goods	180.2r	186.2	186.7	188.5	186.9	186.2	186.5	186.5	186.8	184.5	183.7	183.2	182.2	180.6	176.1
Lumber and wood products	30.2r	30.4	30.7	31.0	30.9	30.5	30.4	30.2	30.3	29.8	29.4	29.8	29.1	28.5	27.1
Stone, clay, glass products	10.8	10.7	10.7	10.7	10.7	10.8	10.8	10.8	10.7	10.6	10.5	10.4	10.5	10.4	10.4
Primary metals	44.6	44.5	45.1	45.8	45.2	44.7	44.3	43.5	43.2	42.7	42.9	42.6	42.2	41.8	40.2
Blast furn. and steel works	18.2r	18.1	18.6	18.7	18.6	18.4	18.1	17.1	16.9	17.1	17.1	17.1	17.0	16.7	15.2
Iron and steel foundries	14.8r	14.5	14.3	14.7	14.4	14.4	14.4	14.8	15.0	14.5	14.7	14.3	13.8	13.6	13.8
Fabricated metals	26.0r	26.0	26.0	25.9	25.5	26.1	26.3	26.5	26.5	26.1	25.6	25.6	25.6	25.7	25.7
Machinery (incl. electrical)	31.3r	34.6	34.8	35.4	34.9	34.3	34.4	34.6	34.8	34.8	34.6	34.2	34.1	33.6	33.1
Transportation	20.5r	23.5	22.8	23.2	23.0	23.4	23.8	24.4	24.6	24.3	24.4	24.5	24.7	24.5	23.7
Other durable goods	16.8r	16.5	16.6	16.5	16.7	16.4	16.5	16.5	16.7	16.2	16.3	16.1	16.0	16.1	15.9
Nondurable goods	188.7r	188.4	187.0	187.9	188.7	189.5	188.5	189.2	187.0	188.1	187.4	187.4	187.8	188.2	187.6
Food	27.6r	28.2	27.9	28.4	28.7	28.2	28.7	28.8	28.7	28.6	27.9	27.5	27.8	28.1	28.4
Textile mill products	45.6	44.2	44.1	43.7	43.5	43.9	43.7	43.7	43.8	43.7	43.6	43.7	43.8	44.2	43.2
Apparel	53.7r	52.8	52.4	53.2	51.9	53.2	53.1	53.6	52.3	52.5	52.5	52.5	52.8	52.6	53.2
Paper and allied products	19.7r	20.2	20.4	20.7	20.7	20.3	19.6	19.6	19.9	20.1	20.0	20.2	20.1	20.3	20.4
Printing and publishing	9.9	10.1	10.2	10.1	10.1	10.0	10.0	9.9	10.0	9.9	9.9	9.9	9.9	9.7	9.5
Chemicals and allied products	15.5r	16.2	16.2	16.6	16.6	16.6	16.3	16.4	16.5	16.4	16.6	16.6	16.5	16.6	16.3
Rubber products	13.5	14.0	13.2	12.5	14.5	14.6	14.4	14.5	13.1	14.2	14.2	14.3	14.2	14.2	14.0
Other nondurable goods	3.2	2.7	2.6	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.6	2.6
Nonmanufacturing	967.6r	988.2	988.4	990.2	994.2	988.1	995.8	1,002.4	1,004.1	1,005.6	991.1	993.5	992.8	996.4	996.5
Mining and quarrying	14.1r	16.7	16.7	16.9	16.8	17.0	17.1	17.0	17.3	17.2	17.3	17.1	17.1	17.2	17.1
Bituminous coal mining	10.2r	12.4	12.3	12.4	12.2	12.5	12.6	12.5	12.7	12.6	12.7	12.6	12.7	12.7	12.7
Contract construction	78.8r	75.4	77.3	79.4	79.4	78.8	78.4	77.6	76.3	73.2	66.5	65.6	66.3	68.0	67.9
Trans., comm., and utilities	69.8r	71.9	72.0	72.2	72.5	72.7	71.8	73.9	72.5	72.6	72.1	72.1	72.1	72.3	72.2
Trade	269.7r	275.8	275.0	275.3	275.6	276.2	277.2	277.7	280.8	285.7	279.8	278.0	277.3	277.6	277.0
Wholesale	71.9r	73.4	73.1	73.9	73.7	73.8	74.3	74.7	74.5	74.3	74.6	74.9	74.8	74.5	74.4
Retail	197.8r	202.4	201.9	201.4	201.9	202.4	202.9	203.0	206.3	211.4	205.2	203.1	202.5	203.1	202.6
Finance, insurance, real estate	57.5r	58.2	58.4	59.2	59.2	59.1	58.6	58.0	57.9	58.0	57.9	57.9	57.8	57.7	57.7
Service and miscellaneous	191.8r	198.2	197.8	199.0	199.6	200.2	200.6	200.8	200.5	201.2	200.1	200.6	200.7	200.9	200.6
Government	285.9r	292.0	291.2	288.2	291.1	284.1	292.1	297.4	298.8	297.7	297.4	302.2	301.5	302.7	304.0
Federal	64.0r	63.4	62.0	64.4	64.5	64.7	64.6	63.5	63.2	63.3	63.3	63.8	64.5	65.5	66.4
State and local	221.9r	228.6	229.2	223.8	226.6	219.4	227.5	233.9	235.6	234.4	234.1	238.4	237.0	237.2	237.6

GENERAL BUSINESS INDICATORS FOR ALABAMA—CONTINUED

Type of Activity	Annual		1979								1980				
	1978	1979	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May
LABOR FORCE AND EMPLOYMENT—CONTINUED															
Other employment activity															
State Employment Service *(number)*															
Job applications	269,276	308,002	30,434	32,953	28,365	29,456	23,414	26,961	21,359	17,189	30,688	25,279	26,810	27,088	31,627
Nonagricultural placements	109,979	109,512	8,852	13,975	14,316	10,770	9,220	9,716	6,960	5,189	6,742	6,011	7,598	7,265	7,229
Unemployment compensation															
Initial benefit claims *(number)*	297,194	410,044	27,089	29,457	47,001	29,322	28,397	29,851	28,970	33,604	71,648	28,398	32,100	39,477	47,209
Payments *($1,000)*	107,482	134,185	10,782	9,818	11,599	11,927	9,535	11,344	10,608	11,310	16,501	13,852	12,990	13,702	14,844
County data *(civilian labor force and unemployment rate)*															
Autauga	12,754	13,577	13,764	13,754	13,860	13,573	13,678	13,688	13,720	13,665	13,482	13,488	13,467	13,513	13,604
	6.5	6.8	7.6	6.5	7.0	5.7	6.1	6.0	6.5	6.2	7.0	6.8	6.5	7.0	7.7
Baldwin	29,408	30,260	30,412	30,821	30,901	30,045	29,990	31,433	30,852	30,708	30,296	30,249	30,026	30,052	30,095
	6.0	7.0	6.5	7.4	7.8	6.8	7.3	8.1	7.7	7.8	8.2	7.5	7.4	6.6	6.8
Barbour	11,180	11,310	11,423	11,448	11,397	11,592	11,867	11,638	11,176	11,108	10,741	10,693	10,809	11,093	10,989
	7.1	8.7	7.4	9.4	9.5	9.9	10.6	8.7	8.6	8.2	8.1	8.3	7.9	9.0	7.5
Bibb	5,124	5,185	5,188	5,155	5,185	5,175	5,180	5,187	5,213	5,213	5,044	5,092	4,993	4,938	5,184
	9.4	9.9	9.9	8.1	8.3	7.2	8.4	9.4	10.7	13.3	15.1	11.6	12.3	11.1	13.6
Blount	13,606	13,584	13,747	13,879	13,757	13,808	14,109	14,238	13,810	13,484	12,976	13,016	13,188	13,566	14,121
	5.8	6.6	6.3	6.9	6.7	6.3	6.2	6.6	6.6	7.0	7.7	7.6	7.5	7.4	8.5
Bullock	4,254	4,541	4,537	4,526	4,591	4,687	4,877	5,023	4,776	4,571	4,253	4,330	4,394	4,411	4,604
	7.0	8.5	6.9	10.1	10.0	9.2	8.8	9.4	9.3	9.0	7.8	8.0	8.5	7.5	8.7
Butler	8,373	8,474	8,546	8,451	8,765	8,253	8,602	8,745	8,673	8,445	8,174	8,273	8,305	8,216	8,400
	6.2	8.5	6.4	8.5	13.5	6.6	7.4	7.4	15.9	8.8	8.5	8.4	8.3	8.0	8.5
Calhoun	42,709	43,348	43,054	43,984	44,348	43,864	44,044	44,005	43,768	43,677	43,855	43,743	44,216	43,698	43,635
	7.3	7.8	7.9	8.7	9.2	7.5	7.5	7.2	7.3	7.8	9.1	9.1	9.8	8.6	8.4
Chambers	17,603	16,526	16,241	16,978	17,587	16,499	16,331	16,152	16,009	16,254	15,802	15,809	15,783	16,077	15,914
	5.3	9.1	6.6	10.1	14.4	9.9	9.3	8.5	8.0	9.3	8.2	8.1	7.5	6.4	6.5
Cherokee	9,432	9,708	9,760	9,600	9,652	9,812	10,193	10,422	10,026	9,835	9,367	9,602	10,087	10,092	10,271
	5.7	5.6	5.3	6.4	7.0	6.3	5.4	5.0	4.8	5.8	5.7	6.2	7.5	5.7	5.5
Chilton	11,931	12,270	12,014	12,430	12,262	12,380	12,545	12,500	12,301	12,092	11,845	11,921	11,978	11,952	11,982
	7.3	8.4	8.2	8.9	9.3	7.4	7.5	7.6	8.2	9.7	10.6	10.3	10.0	10.4	11.5
Choctaw	5,353	5,295	5,305	5,250	5,809	5,246	5,360	5,150	5,232	5,263	5,395	5,358	5,324	5,442	5,532
	7.2	8.1	8.3	7.9	15.6	6.7	7.3	6.3	7.0	6.9	8.0	7.9	7.1	7.6	8.7
Clarke	9,790	9,923	10,083	10,273	9,985	9,778	9,805	9,911	9,859	9,853	9,851	10,017	9,754	9,905	10,090
	8.2	8.0	7.8	9.4	10.4	7.3	7.8	7.9	7.6	7.0	7.6	8.1	7.5	9.8	10.5
Clay	5,674	5,709	5,859	5,695	5,748	5,617	5,733	5,876	5,521	5,510	5,455	5,446	5,537	5,790	6,339
	6.1	10.6	11.5	12.1	11.2	10.2	8.6	10.4	11.1	11.1	11.5	10.9	9.2	7.1	7.4
Cleburne	4,632	4,980	4,930	4,965	5,099	5,010	5,021	5,103	5,128	5,098	5,016	4,961	5,105	4,829	4,902
	5.0	6.0	5.3	5.8	6.0	7.2	4.5	5.1	5.9	6.6	8.1	7.5	9.4	6.0	6.8
Coffee	18,137	19,829	20,016	19,493	20,748	20,027	20,307	20,510	20,275	20,079	20,095	19,513	19,397	19,388	19,881
	4.9	5.1	4.7	5.4	7.2	4.8	4.6	4.2	4.7	4.9	9.6	6.4	6.2	5.1	8.6
Colbert	22,115	22,133	22,112	22,348	22,535	22,180	22,381	22,421	22,329	22,383	22,198	22,115	22,091	22,086	22,196
	7.2	8.3	7.2	7.9	8.5	8.4	8.5	8.5	9.9	10.8	12.4	11.3	10.7	10.6	11.0
Conecuh	6,584	7,110	7,248	7,196	7,225	7,326	7,398	7,321	7,196	6,925	7,092	6,878	7,067	7,134	7,097
	5.8	8.1	7.7	9.6	9.3	10.6	9.5	6.5	7.2	7.4	8.8	7.5	7.1	8.3	8.9
Coosa	4,839	5,205	5,216	5,212	5,306	5,275	5,276	5,286	5,247	5,229	5,369	5,411	5,281	5,293	5,476
	5.3	6.1	6.2	6.9	6.8	6.4	5.9	6.2	6.7	6.4	6.2	6.3	7.0	6.3	7.0
Covington	15,357	15,361	15,419	15,411	15,729	15,180	15,487	15,603	15,490	15,086	15,127	15,111	15,205	15,368	15,589
	5.7	6.3	5.8	6.1	8.2	5.2	4.9	4.6	5.2	4.9	7.6	6.5	6.1	6.2	6.5
Crenshaw	6,431	6,600	6,719	6,738	6,834	6,589	6,947	7,162	6,739	6,372	6,193	6,184	6,285	6,439	6,695
	5.4	6.1	5.4	6.1	10.6	5.7	4.9	4.7	7.1	6.1	7.9	7.5	7.6	7.6	8.0
Cullman	24,681	25,659	26,563	26,140	25,493	25,537	26,185	26,398	25,875	25,578	24,578	24,864	25,247	25,279	25,945
	6.5	7.7	6.5	7.9	7.5	8.5	7.1	7.7	7.9	9.2	9.0	10.2	10.3	8.5	9.4
Dale	10,171	10,806	10,791	10,801	11,016	11,018	11,192	11,301	11,182	10,997	11,001	11,154	11,316	11,435	11,666
	6.7	7.1	7.0	8.0	8.7	7.3	6.8	6.3	6.5	6.8	7.4	7.5	7.5	7.2	7.5
Dallas	20,769	21,521	21,384	21,767	22,793	21,885	21,793	21,870	21,642	21,497	21,023	21,316	21,425	21,651	22,112
	8.8	9.3	8.9	10.3	11.7	8.7	8.6	8.1	8.9	9.3	9.2	9.9	9.3	8.9	10.2
DeKalb	24,498	25,577	25,546	25,453	26,397	26,331	26,504	26,452	25,794	25,589	25,175	25,302	25,734	25,800	26,711
	6.0	6.2	5.6	6.3	6.8	5.8	6.2	5.7	5.8	6.2	7.1	7.3	7.6	6.8	9.7
Elmore	17,699	18,983	19,083	19,429	19,379	19,139	19,232	19,239	19,155	19,150	18,848	18,884	18,918	18,812	18,892
	4.8	5.5	5.5	6.1	5.7	5.2	5.3	5.2	5.1	5.1	5.7	5.7	5.7	5.2	5.8
Escambia	14,989	15,639	15,554	15,988	16,433	15,607	15,791	15,721	15,621	15,468	15,151	15,215	15,124	15,048	15,144
	6.8	8.6	8.5	9.2	11.9	8.5	8.0	7.7	7.8	8.0	8.2	8.3	7.9	7.1	7.8
Etowah	39,597	41,225	41,060	41,572	42,065	40,782	41,906	41,884	41,683	42,350	41,728	41,617	41,293	41,247	41,304
	7.0	7.5	6.7	7.7	7.7	6.7	7.8	7.6	7.4	8.9	9.1	9.4	9.0	8.5	9.2
Fayette	9,638	9,956	10,095	10,200	10,327	10,098	10,411	10,316	9,976	9,799	9,590	9,631	9,573	9,486	9,582
	6.0	6.4	6.0	6.9	7.5	5.5	6.4	5.7	5.5	6.5	7.4	7.3	7.5	7.7	8.2
Franklin	11,067	11,408	11,425	11,678	12,014	11,568	11,504	11,555	11,674	11,515	11,390	11,595	11,296	11,338	11,591
	7.7	8.7	6.4	9.3	10.2	7.7	7.4	7.3	10.3	12.2	13.4	14.6	12.2	11.6	14.0
Geneva	10,397	11,750	11,916	11,765	12,028	11,691	12,069	12,575	12,167	11,838	11,566	11,656	11,726	11,862	12,202
	6.2	5.3	4.9	5.6	6.7	4.5	4.1	4.5	4.1	4.5	5.5	5.6	5.1	5.3	6.2
Greene	4,332	4,047	4,318	4,139	4,205	4,096	4,181	4,131	3,915	3,765	3,715	3,767	3,734	3,779	3,875
	10.0	14.2	16.2	16.2	14.8	13.6	12.6	11.6	11.0	11.5	12.9	13.6	12.0	12.0	11.0
Hale	4,811	4,771	4,949	4,801	5,062	4,736	4,900	4,949	4,686	4,587	4,519	4,495	4,737	4,674	4,772
	10.6	12.4	12.3	10.9	14.8	10.5	12.2	11.4	11.7	14.0	15.0	14.0	15.9	13.5	13.8
Henry	6,776	6,762	6,941	6,640	6,837	6,595	7,125	7,291	6,904	6,620	6,305	6,485	6,590	6,899	7,191
	6.9	6.0	5.6	6.2	9.3	5.4	4.7	4.8	4.4	5.0	5.5	5.8	5.6	5.4	5.8
Houston	38,083	37,502	38,126	37,945	37,832	37,747	38,438	38,966	38,485	37,551	37,071	36,967	37,057	37,375	37,983
	5.3	5.5	5.6	5.8	6.7	5.3	4.9	4.8	5.0	4.9	5.6	5.7	5.6	5.5	5.5
Jackson	20,333	20,281	20,154	20,312	20,669	20,307	20,699	20,705	20,497	20,283	20,026	20,214	20,472	20,545	20,851
	6.9	8.1	7.1	7.7	8.5	8.3	8.1	8.2	8.6	8.9	10.0	10.2	9.9	9.0	11.1
Jefferson	302,793	301,639	301,287	304,562	305,175	301,910	305,714	305,693	304,788	307,380	300,838	301,555	302,850	303,305	305,202
	5.4	6.1	5.8	6.6	6.1	6.0	6.3	6.5	6.4	6.4	6.6	6.6	7.0	6.8	7.1
Lamar	7,949	8,192	8,097	8,028	8,109	8,085	8,223	8,282	8,146	8,105	7,948	7,865	7,935	7,901	7,899
	5.5	5.7	4.8	5.7	5.4	5.1	5.4	5.2	5.8	7.0	6.7	5.7	7.1	6.8	6.9
Lauderdale	32,496	34,141	34,102	34,914	35,058	34,423	34,740	34,781	34,312	34,166	33,599	33,804	33,886	33,899	33,683
	5.9	8.4	7.2	9.1	9.3	9.0	9.1	9.1	9.6	9.9	10.8	10.5	10.2	10.2	9.5
Lawrence	12,566	14,083	14,487	14,795	14,741	14,528	14,412	13,972	13,349	12,908	12,568	12,613	12,331	12,193	12,534
	7.3	8.7	7.1	8.1	8.8	9.4	8.4	8.7	9.5	10.8	11.6	12.1	12.5	12.4	12.3
Lee	31,733	31,500	31,711	31,969	31,405	31,292	30,895	32,031	32,133	32,272	32,278	33,111	33,061	32,824	33,251
	4.0	4.6	4.7	4.7	5.1	5.3	4.8	4.6	4.2	4.7	4.3	4.5	4.6	4.5	4.8
Limestone	19,819	20,504	20,464	20,711	20,954	20,664	20,879	21,053	20,830	20,910	20,530	20,677	20,565	20,560	20,896
	6.6	7.6	6.6	8.2	7.6	7.8	7.6	7.8	7.6	8.8	9.2	10.0	9.5	9.2	10.0
Lowndes	4,376	4,460	4,429	4,465	4,495	4,596	4,510	4,595	4,830	4,806	4,462	4,606	4,510	4,544	4,567
	7.4	9.0	8.1	9.3	10.3	8.9	8.2	8.3	8.9	9.4	11.3	12.6	12.3	11.6	10.8
Macon	7,231	7,394	7,481	7,457	7,550	7,536	7,585	7,625	7,384	7,369	7,238	7,273	7,297	7,287	7,358
	6.4	7.3	7.5	8.9	9.0	9.2	6.6	5.8	4.9	6.0	6.5	6.7	6.6	6.4	6.3
Madison	86,159	87,078	87,157	89,552	89,582	88,168	88,618	88,692	87,574	87,226	85,662	86,001	87,449	86,199	88,011
	6.1	7.0	6.3	9.2	7.6	7.6	7.2	6.5	6.1	6.5	7.0	7.5	9.0	7.5	8.7
Marengo	8,839	8,721	8,784	8,844	8,938	8,643	8,808	8,987	8,895	8,796	8,564	8,653	8,697	8,930	9,001
	6.8	7.7	7.0	8.1	10.0	6.8	7.9	7.5	7.8	7.3	8.1	9.0	8.8	10.1	8.5
Marion	11,612	12,064	12,081	12,107	12,405	11,955	12,084	12,104	12,204	11,974	11,921	11,910	12,121	11,615	12,004
	6.6	9.2	7.4	8.9	10.2	8.7	9.0	7.9	9.1	11.3	11.7	9.3	12.9	11.2	12.7
Marshall	27,349	28,816	28,826	29,099	29,704	28,757	29,159	29,344	29,149	29,093	28,810	28,827	28,907	28,728	29,671
	7.1	7.4	6.6	7.9	8.2	6.7	6.8	6.8	7.0	7.6	8.9	9.0	9.3	8.5	10.7
Mobile	149,460	150,035	151,738	154,193	153,655	151,063	151,338	154,325	149,933	148,785	146,896	147,504	146,320	147,433	147,291
	7.2	8.3	8.4	9.4	9.3	9.3	10.1	8.5	7.1	6.9	7.4	7.2	7.0	6.9	6.9

GENERAL BUSINESS INDICATORS FOR ALABAMA—CONTINUED

Type of Activity	Annual		1979								1980				
	1978	1979	May	June	July	Aug.	Sept	Oct.	Nov.	Dec.	Jan	Feb	Mar	April	May
LABOR FORCE AND EMPLOYMENT—CONTINUED															
County data *(civilian labor force and unemployment rate)* —continued															
Monroe	11,134	10,663	10,628	10,853	10,902	10,843	10,813	10,793	10,617	10,427	10,331	10,223	10,154	10,238	10,238
	6.8	8.2	7.9	9.1	11.4	8.5	8.1	7.9	7.8	7.6	8.6	7.5	7.5	8.1	11.1
Montgomery	83,586	86,220	86,307	88,643	88,408	87,633	87,778	87,509	87,296	87,104	85,900	86,116	86,236	85,931	86,077
	5.5	5.7	5.3	6.7	6.2	6.1	5.9	5.5	5.6	5.4	6.1	6.2	6.2	6.0	6.3
Morgan	34,984	36,065	36,329	36,561	36,837	36,631	36,518	36,651	36,140	36,027	35,603	36,015	36,050	36,246	37,034
	6.5	7.3	6.6	7.8	7.8	8.2	7.2	7.2	7.3	7.6	8.9	9.9	9.7	9.4	10.9
Perry	4,610	4,821	4,835	4,808	5,057	4,874	4,929	4,990	5,040	4,873	4,750	4,779	4,799	4,827	5,047
	8.4	8.2	6.9	9.2	11.0	7.8	7.0	6.5	10.2	8.8	8.4	7.3	7.1	5.5	7.3
Pickens	8,101	7,953	8,114	8,140	8,280	8,063	7,963	7,945	7,815	7,838	7,762	7,814	7,791	7,537	7,864
	8.7	8.8	9.0	9.1	9.5	7.7	7.7	7.4	8.6	10.7	10.0	11.1	11.4	8.9	11.8
Pike	12,457	13,297	13,523	13,510	13,450	13,167	13,887	14,090	13,750	12,757	12,503	13,153	13,124	13,177	13,382
	5.2	4.8	4.5	5.6	6.4	5.2	4.2	3.8	4.0	4.6	5.5	5.2	5.7	5.1	5.8
Randolph	8,140	7,624	7,769	7,481	7,906	7,538	7,385	7,727	7,540	7,559	7,250	7,461	7,319	7,197	7,773
	10.4	10.5	10.2	10.9	15.5	9.0	8.4	8.8	8.6	9.0	8.4	12.1	10.5	7.7	11.7
Russell	18,407	17,511	17,521	17,706	17,774	17,672	17,672	17,557	17,620	17,559	17,456	17,460	17,514	17,398	17,569
	7.2	8.0	8.3	8.7	7.9	7.5	7.7	7.6	8.2	8.2	9.1	9.1	9.1	8.3	8.6
St. Clair	15,399	16,796	16,829	16,910	17,048	16,818	16,854	16,880	16,937	17,259	16,926	16,950	16,920	16,963	17,074
	4.9	5.9	5.8	6.0	6.1	5.8	5.1	5.4	6.0	6.9	7.3	7.3	7.0	6.9	7.3
Shelby	22,682	26,533	26,474	26,875	27,046	26,630	26,792	26,636	26,544	26,969	26,417	26,494	26,440	26,773	27,029
	6.5	5.8	5.4	6.6	6.4	6.0	5.7	5.3	5.2	5.8	6.2	6.2	6.0	6.8	7.5
Sumter	6,571	6,635	6,684	6,586	6,735	6,694	6,562	6,844	6,648	6,452	6,454	6,467	6,566	6,600	6,632
	5.9	6.9	6.3	6.4	7.7	8.8	7.0	7.0	7.8	6.6	7.0	7.4	8.4	12.1	9.0
Talladega	26,864	28,162	28,606	28,553	28,595	27,834	28,358	28,436	28,208	28,277	28,127	28,294	28,190	27,933	28,353
	8.3	10.4	10.5	11.3	12.3	10.6	10.3	10.0	10.3	11.3	12.0	12.2	12.4	11.3	11.8
Tallapoosa	16,081	15,638	15,585	15,809	15,899	15,780	15,558	15,659	15,681	15,786	16,105	16,241	16,169	16,083	16,437
	5.5	6.3	6.1	7.2	7.5	6.7	5.9	5.8	5.4	6.2	6.0	6.2	6.1	5.1	5.4
Tuscaloosa	51,592	51,589	52,205	51,244	51,162	51,496	51,635	52,043	52,039	51,123	51,991	52,133	52,303	51,892	52,443
	6.9	6.1	6.3	6.4	6.1	5.9	5.7	5.2	5.4	5.9	7.5	6.5	7.9	6.9	7.5
Walker	28,938	31,188	31,249	31,597	31,665	31,052	31,448	31,203	31,011	31,744	31,315	31,521	31,137	31,622	32,718
	6.8	8.4	8.4	9.1	8.7	7.8	8.1	7.6	7.2	8.6	9.5	9.9	8.7	9.8	12.6
Washington	5,654	6,138	6,108	5,933	6,347	6,254	6,388	6,448	6,389	6,249	6,213	6,375	6,453	6,356	6,451
	10.1	9.8	10.1	10.8	13.1	9.5	9.3	7.6	7.2	6.6	6.9	8.3	9.7	7.9	7.1
Wilcox	4,861	4,979	5,022	5,039	5,266	4,965	5,055	5,104	5,032	4,905	4,858	5,065	5,019	5,261	5,234
	7.1	9.6	8.9	9.8	14.7	9.2	8.8	8.2	8.8	7.7	8.6	11.1	9.2	12.0	10.7
Winston	7,432	7,746	7,964	7,653	7,776	7,889	7,781	7,847	7,862	7,846	7,493	7,381	7,466	7,458	7,825
	8.9	11.4	10.9	10.9	11.3	12.3	9.6	9.6	12.7	15.5	15.7	13.4	14.7	12.9	7.6
TRADE															
Foreign, through Port of Mobile															
Imports															
Value *($1,000)*	1,049,905		64,518	50,712	62,229	64,604	56,786	66,865	51,681						
Shipping weight *(1,000,000 lbs.)*	35,633		1,789	1,476	2,290	2,066	1,430	1,771	1,683						
Exports															
Value *($1,000)*	913,311		53,631	65,434	55,543	73,641	36,998	100,924	134,566						
Shipping weight *(1,000,000 lbs.)*	10,454		442	538	555	616	234	850	1,088						
Shipments by water, Port of Mobile[8] *(1,000 tons)*	34,783	37,953	3,051	3,181	3,874	3,279	2,248	3,496	3,313	3,874	3,602	3,980	4,654	2,841	3,200
Domestic															
Electric energy consumption, non-industrial purposes *(1,000,000 kwh)*	22,495	21,905	1,423	1,579	2,022	2,208	2,146	1,551	1,507	1,802	2,021	1,991	1,850	1,511	1,411
Gasoline sales[9] *(1,000 gallons)*	2,163,414	2,074,362	182,220	170,611	168,881	179,066	172,547	174,269	169,279	166,987	164,815	158,602	162,768	162,778	167,996
New passenger car registrations[10] *(number)*	176,113	161,661	15,447	12,639	13,196	15,088	10,340	14,362	11,008	12,547	11,361	11,707	12,571	9,550	
Retail sales by kind of business, state totals[11] *($1,000,000)*															
Food	2,686r	3,004	249	274	250	258	257	256	257	274	256	253	266	273	277
General stores with food and gas	187r	229	19	21	20	21	20	21	20	21	20	21	22	22	23
General merchandise	1,780r	1,928	156	149	140	157	146	158	198	284	122	132	153	130	133
Apparel	424r	457	36	34	33	38	35	39	41	64	32	30	38	38	36
Furniture, furnishings, etc.	461r	512	43	43	43	45	41	45	46	53	42	40	42	39	42
Automotive	2,696r	2,686	245	221	222	251	204	239	205	198	196	205	209	188	187
Gasoline service stations	889r	1,039	85	88	91	101	97	105	99	103	102	106	109	110	110
Lumber and building materials	840r	898	81	80	77	82	76	90	82	69	68	68	69	74	73
Hardware and farm implements	421r	419	39	37	32	38	34	42	34	33	28	29	33	34	34
Eating places	779r	896	77	77	77	82	74	78	76	81	74	74	80	79	80
Drug stores	362r	407	34	33	32	33	32	35	34	43	35	37	37	37	38
All other retail	1,909r	2,137	199	179	162	183	166	195	181	214	169	173	183	195	186
Total sales by retail concerns	13,454r	14,612	1,263	1,234	1,181	1,289	1,181	1,302	1,273	1,436	1,145	1,168	1,242	1,220	1,219
Nonretail and unclassified concerns	4,009r	4,514	386	373	366	402	375	411	389	419	394	391	417	407	387
Total all sales at retail	17,464r	19,126	1,649	1,608	1,546	1,691	1,556	1,713	1,662	1,855	1,539	1,560	1,658	1,627	1,606
Retail sales, Standard Metropolitan Statistical Areas and counties[11] *($1,000)*															
SMSAs															
Anniston	366,981r	385,147	34,053	33,445	31,690	35,265	30,893	32,878	32,268	36,825	28,856	29,991	31,141	31,777	31,538
Birmingham	4,817,700r	5,401,870	455,247	454,227	434,540	476,196	442,552	482,443	458,166	517,830	432,955	437,724	472,029	472,518	458,790
Florence	465,764r	503,981	44,481	41,742	39,889	44,869	42,056	44,957	42,830	48,908	37,966	38,911	40,820	41,903	40,798
Gadsden	371,066r	401,373	35,965	33,972	32,785	36,593	33,346	35,340	33,642	35,100	31,517	30,177	32,913	32,443	31,911
Huntsville	1,104,584r	1,172,070	105,986	99,068	96,926	104,088	95,209	102,323	98,353	105,370	92,411	90,831	97,863	97,355	98,802
Mobile	1,756,346r	1,862,196	158,305	152,583	149,813	159,764	139,235	184,538	177,866	190,725	171,513	167,384	177,967	174,636	175,858
Montgomery	1,100,416r	1,194,939	104,906	101,434	99,258	107,456	97,229	104,036	100,340	106,631	93,329	98,503	101,676	94,860	97,959
Tuscaloosa	465,709r	502,857	43,588	42,144	40,204	44,234	42,096	45,873	43,373	46,808	39,642	39,840	41,130	40,484	38,978
Counties															
Autauga	83,924r	89,608	7,964	7,688	7,159	7,848	7,114	7,761	7,191	7,731	6,984	7,611	7,853	6,742	7,171
Baldwin	270,136r	298,158	27,200	27,813	25,053	26,049	21,301	27,737	26,067	27,580	25,490	27,141	27,779	27,581	29,105
Barbour	56,184r	59,776	5,184	5,209	4,691	5,100	4,664	5,284	5,080	5,653	4,691	4,796	4,851	5,504	5,760
Bibb	27,318r	28,783	2,425	2,593	2,391	2,706	2,442	2,742	2,579	2,653	2,259	2,186	2,343	2,267	2,088
Blount	76,733r	83,228	7,467	8,251	7,483	7,520	7,041	7,556	6,320	7,050	5,851	6,348	6,268	7,386	7,219
Bullock	24,931r	27,756	2,260	2,408	2,349	2,358	2,436	2,306	2,413	2,835	2,313	2,415	2,482	2,652	2,403
Butler	57,561r	61,472	5,411	5,432	4,924	5,432	4,781	5,583	5,093	5,701	5,087	5,172	5,047	5,102	4,890
Calhoun	366,981r	385,147	34,053	33,445	31,690	35,265	30,893	32,878	32,268	36,825	28,856	29,991	31,141	31,777	31,538
Chambers	69,142r	82,689	7,030	7,323	7,224	7,731	6,957	7,618	7,118	7,097	7,004	7,079	7,540	7,337	7,601
Cherokee	44,491r	50,318	4,845	4,624	3,915	4,255	3,944	4,737	3,870	4,227	3,817	3,760	4,217	4,136	4,055
Chilton	72,540r	79,196	7,334	7,095	6,596	7,004	6,457	6,855	6,353	7,003	6,027	6,107	6,582	6,832	6,574
Choctaw	37,357r	42,740	3,573	3,657	3,486	3,812	3,427	3,879	3,738	4,273	3,796	3,822	3,834	3,778	3,932
Clarke	88,217r	94,608	8,043	8,195	7,699	8,299	7,710	8,775	8,124	9,138	7,430	7,343	7,482	7,457	7,768
Clay	25,631r	26,110	2,161	2,237	2,139	2,176	2,165	2,321	2,249	2,370	2,115	2,204	2,103	2,226	2,175
Cleburne	18,943r	19,802	1,755	1,807	1,601	1,719	1,493	1,821	1,664	1,689	1,574	1,695	1,705	1,605	1,759
Coffee	127,898r	143,553	12,873	11,751	11,926	12,929	11,872	12,838	11,379	11,314	10,485	11,198	10,640	10,777	11,187

GENERAL BUSINESS INDICATORS FOR ALABAMA—CONTINUED

Type of Activity	Annual		1979								1980				
	1978	1979	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May
TRADE—CONTINUED															
Retail sales, SMSAs and counties—continued															
Counties—continued															
Colbert	223,238r	252,294	22,579	21,129	20,178	23,256	21,504	22,785	20,427	22,460	20,033	18,983	19,827	20,832	19,526
Conecuh	38,554r	36,470	3,152	2,939	2,966	3,074	3,024	3,320	3,171	3,168	2,623	3,035	3,015	2,993	3,144
Coosa	14,883r	16,427	1,437	1,377	1,357	1,531	1,356	1,432	1,424	1,710	1,528	1,650	1,750	1,837	1,761
Covington	126,039r	131,731	11,566	11,385	10,766	11,847	10,965	11,980	10,879	11,582	10,478	10,984	10,920	11,397	11,732
Crenshaw	31,293r	33,242	3,237	2,857	2,916	2,923	2,589	2,855	2,792	2,750	2,631	2,682	2,583	2,984	3,207
Cullman	215,733r	250,530	22,990	22,496	20,648	22,600	20,846	22,557	21,636	22,369	20,410	19,230	21,021	20,864	21,793
Dale	74,964r	82,879	7,132	7,183	7,011	7,586	6,709	7,263	7,039	7,619	6,938	7,258	7,834	7,438	7,410
Dallas	191,243r	209,651	19,030	18,595	16,639	18,957	16,633	18,112	17,035	18,797	16,279	16,396	16,975	17,444	17,390
DeKalb	147,402r	156,475	14,175	13,312	13,417	14,147	13,035	13,993	12,928	13,619	11,573	11,726	13,467	13,483	13,956
Elmore	78,207r	84,205	7,300	7,611	6,909	7,750	6,918	7,238	7,167	7,315	6,388	6,455	7,136	6,944	6,939
Escambia	142,271r	148,204	12,842	12,706	11,520	13,259	11,818	14,638	12,989	13,272	11,394	12,191	12,052	12,465	12,592
Etowah	371,066r	401,373	35,965	33,972	32,785	36,593	33,346	35,340	33,642	35,100	31,517	30,177	32,913	32,443	31,911
Fayette	89,826r	97,712	9,071	8,464	8,025	9,562	8,403	8,361	8,300	8,904	7,160	7,037	7,694	8,174	8,794
Franklin	86,216r	89,149	8,732	7,824	7,141	7,893	7,249	7,993	7,110	7,775	6,387	6,510	7,301	7,544	8,239
Geneva	96,111r	107,778	9,748	9,186	8,775	9,232	9,192	9,377	9,040	9,446	8,278	9,316	9,013	9,368	9,581
Greene	19,552r	19,966	1,968	1,847	1,662	1,719	1,528	1,884	1,682	1,778	1,473	1,576	1,731	1,751	1,803
Hale	30,520r	33,199	2,949	3,026	2,521	2,793	2,727	2,921	2,945	3,087	2,512	2,789	2,944	2,910	2,961
Henry	43,919r	45,563	4,148	4,031	3,458	3,903	3,924	3,856	3,662	3,458	3,071	3,305	3,462	3,409	3,685
Houston	394,990r	430,091	38,042	36,879	35,861	39,568	34,876	37,191	35,202	39,206	33,695	34,504	34,343	32,477	34,109
Jackson	147,841r	156,890	14,181	13,749	13,011	13,832	12,806	14,397	12,546	13,499	11,171	11,554	12,193	13,316	15,072
Jefferson	4,271,228r	4,806,087	402,083	401,409	385,557	422,866	394,120	429,678	409,284	466,341	384,639	389,077	423,217	424,531	409,926
Lamar	30,079r	33,369	3,190	2,902	2,660	2,834	2,758	2,911	2,771	3,036	2,637	2,547	2,603	2,903	2,964
Lauderdale	242,526r	251,687	21,902	20,613	19,711	21,613	20,552	22,172	22,403	26,448	17,933	19,928	20,993	21,071	21,272
Lawrence	52,876r	58,301	5,714	5,291	4,560	4,839	4,653	5,151	4,709	5,452	4,295	4,408	4,828	5,307	5,372
Lee	247,896r	268,655	22,940	22,482	20,824	23,384	22,049	24,384	24,552	24,235	23,283	23,764	23,505	23,639	24,087
Limestone	127,321r	137,881	13,134	12,097	11,250	11,699	11,618	12,396	11,439	12,589	10,410	10,332	11,926	12,022	11,575
Lowndes	20,442r	23,347	2,099	2,170	1,881	1,996	1,860	2,060	2,124	2,097	1,629	1,597	1,875	1,631	1,797
Macon	39,025r	42,695	3,723	3,791	3,576	3,970	3,363	3,764	3,622	3,568	3,153	3,228	3,404	3,676	3,535
Madison	707,995r	746,699	67,156	61,780	61,245	67,081	60,022	64,676	63,581	67,892	59,811	58,770	62,897	63,353	64,232
Marengo	72,809r	79,030	7,082	6,835	6,553	7,061	6,115	7,211	6,379	7,477	6,447	6,130	6,357	6,682	7,696
Marion	64,794r	70,551	6,369	5,924	5,727	6,203	6,015	6,426	5,775	6,260	5,220	5,543	6,085	5,405	5,731
Marshall	269,268r	287,490	25,696	25,191	24,431	25,308	23,569	25,251	23,333	24,889	22,190	21,729	23,040	21,980	22,995
Mobile	1,486,210r	1,564,038	131,105	124,770	124,760	133,715	117,934	156,801	151,799	163,145	146,023	140,243	150,188	147,055	146,753
Monroe	83,020r	99,191	9,286	7,882	6,905	8,315	7,615	8,445	7,355	7,284	6,812	7,461	7,029	7,003	7,351
Montgomery	938,285r	1,021,126	89,642	86,135	85,190	91,858	83,197	89,037	85,982	91,585	79,957	84,437	86,687	81,174	83,849
Morgan	465,901r	435,939	37,006	39,323	36,069	40,024	36,265	40,238	35,510	38,506	37,508	35,803	38,701	41,119	40,894
Perry	28,093r	30,752	2,545	2,614	2,545	2,773	2,548	2,756	2,684	2,720	2,300	2,347	2,564	2,302	2,608
Pickens	47,696r	50,915	4,813	4,933	4,082	4,422	3,927	4,514	4,346	4,428	3,762	4,216	4,288	4,626	4,612
Pike	87,459r	91,856	8,627	8,019	7,119	8,153	7,378	8,531	7,463	7,534	6,878	6,926	7,201	7,370	7,556
Randolph	52,090r	51,178	4,377	4,489	3,771	4,022	4,119	4,339	4,237	5,029	4,174	4,294	4,327	4,211	4,165
Russell	82,016r	85,485	7,735	7,579	7,067	7,512	6,931	7,540	7,090	7,459	6,812	7,092	7,458	7,685	7,280
St. Clair	93,885r	107,685	9,893	10,003	9,420	10,391	9,585	9,275	8,736	8,295	7,962	8,473	8,235	8,260	9,320
Shelby	229,211r	247,820	21,961	22,591	20,221	21,737	19,988	22,832	20,129	21,080	20,205	20,067	20,236	20,184	19,439
Sumter	30,464r	33,528	2,814	3,000	2,803	2,959	2,825	3,083	2,875	3,126	2,798	2,793	2,732	2,792	2,785
Talladega	184,283r	200,316	17,099	17,234	16,648	17,945	16,408	17,485	16,501	18,234	16,458	17,175	17,947	17,359	17,421
Tallapoosa	115,890r	118,813	10,222	10,526	9,737	10,542	9,682	10,242	10,348	11,455	9,915	10,316	10,908	10,977	11,543
Tuscaloosa	465,709r	502,857	43,588	42,144	40,204	44,234	42,096	45,873	43,373	46,808	39,642	39,840	41,130	40,484	38,978
Walker	223,376r	240,278	21,310	20,224	19,342	21,202	18,859	20,658	20,017	22,114	20,149	20,107	20,341	19,543	20,105
Washington	23,053r	27,358	2,410	2,239	1,983	2,381	2,357	2,764	2,641	2,648	2,556	2,544	2,485	2,720	2,855
Wilcox	29,471r	31,495	2,850	2,946	2,524	2,690	2,569	2,729	2,788	2,842	2,412	2,708	2,625	2,607	2,988
Winston	57,400r	60,386	5,857	5,264	4,998	5,411	5,098	5,223	4,850	4,868	4,442	4,510	4,592	5,071	5,018
Statewide [1]	2,581,908r	2,961,980	245,244	235,102	235,236	259,333	245,818	256,243	279,889	345,765	237,083	244,894	267,747	238,798	220,611
BUILDING ACTIVITY IN SELECTED ALABAMA CITIES [2]															
Anniston															
Building permits ($1,000)															
Total	10,003	15,714	840	1,195	415	1,247	6,887	467	258	1,146	619	323	1,027	1,100	1,533
Residential	5,366	5,316	378	238	220	363	2,972	110	35	50	99	177	121	181	1,230
Nonresidential	3,482	9,038	317	866	109	734	3,848	242	78	991	10	70	718	678	151
Birmingham															
Building permits ($1,000)															
Total	115,704	133,537	15,801	10,367	12,367	10,880	15,068	9,276	15,453	4,742	7,222	8,053	19,588	5,916	10,475
Residential	30,517	39,187	2,044	1,964	2,117	2,620	9,392	895	9,661	583	618	938	1,097	1,021	677
Nonresidential	38,577	26,260	3,186	839	3,692	4,368	1,018	2,279	1,269	2,259	1,659	2,194	182	430	1,416
Decatur															
Building permits ($1,000)															
Total	49,063	48,728	5,213	5,397	5,103	5,524	5,719	5,589	4,160	3,478	3,429	3,544	3,198	4,782	4,426
Residential	14,710	13,588	1,472	1,366	1,269	1,438	1,697	1,366	1,077	768	862	879	1,044	1,250	954
Nonresidential	32,950	33,606	3,574	3,860	3,661	3,909	3,874	4,049	2,952	2,614	2,444	2,537	1,997	3,348	3,792
Dothan															
Building permits ($1,000)															
Total	17,171	28,431	1,497	2,923	2,190	1,332	2,846	2,864	3,473	418	1,086	1,504	1,943	2,099	1,293
Residential	7,434	11,655	979	1,766	497	936	575	475	1,779	228	637	456	257	1,513	427
Nonresidential	7,194	13,448	203	808	1,408	218	2,098	1,850	1,260	64	254	760	1,369	328	432
Gadsden															
Building permits ($1,000)															
Total	16,498	13,488	1,091	1,101	1,027	1,158	760	991	1,695	284	887	457	93	948	567
Residential	5,904	5,261	564	559	445	548	242	560	635	100	493	118	48	407	173
Nonresidential	8,588	5,309	294	298	335	364	290	187	870	11	178	14	6	242	17
Huntsville															
Building permits ($1,000)															
Total	60,331	52,811	3,380	5,765	6,542	1,786	3,878	3,358	4,022	1,646	1,557	17,622	3,905	2,848	3,300
Residential	29,097	15,993	1,764	1,842	1,164	1,178	2,757	1,492	679	352	336	1,313	909	972	1,376
Nonresidential	25,297	30,252	1,224	3,545	4,873	608	602	1,188	2,734	821	781	15,779	956	1,211	395
Mobile															
Building permits ($1,000)															
Total	78,754	85,472	13,378	10,520	5,352	8,960	3,280	10,475	5,341	5,898	8,300	16,175	6,508	11,007	38,659
Residential	25,381	24,430	5,386	4,470	832	5,207	876	1,721	660	622	2,093	999	857	1,028	861
Nonresidential	41,272	36,847	6,522	4,864	3,532	2,247	525	1,549	724	2,893	3,840	12,905	2,678	7,994	25,186
Montgomery															
Building permits ($1,000)															
Total	88,523	84,898	11,112	14,798	5,020	8,714	4,825	2,836	5,327	1,700	5,843	6,945	6,565	4,847	3,918
Residential	42,252	45,335	5,844	10,046	2,293	5,862	2,455	1,340	1,490	578	3,271	2,246	3,224	1,624	2,510
Nonresidential	36,716	29,442	4,379	3,856	1,808	1,904	1,539	501	3,304	96	1,729	2,211	2,176	2,337	362

GENERAL BUSINESS INDICATORS FOR ALABAMA—CONTINUED

Type of Activity	Annual		1979								1980				
	1978	1979	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April	May
BUILDING ACTIVITY IN SELECTED ALABAMA CITIES —CONTINUED															
Quad-Cities[13]															
Building permits ($1,000)															
Total	34,412	25,180	2,855	2,146	1,818	2,244	1,638	3,378	1,216	1,779	1,234	2,106	9,124	869	3,183
Residential	16,330	15,725	1,787	1,216	871	1,463	1,051	2,672	836	250	300	521	1,048	647	2,811
Nonresidential	15,011	5,842	700	658	755	278	128	329	94	1,450	647	1,432	7,729	.....	132
Selma															
Building permits ($1,000)															
Total	6,474	7,041	426	538	650	703	576	552	198	989	867	292	638	257	698
Residential	1,765	3,368	274	234	429	270	212	160	62	503	80	138	158	85	147
Nonresidential	3,296	1,864	48	92	59	160	262	200	.....	435	36	.....	.....	15	264
Tuscaloosa															
Building permits ($1,000)															
Total	29,257	32,021	2,065	2,737	6,555	5,474	3,147	3,744	677	762	595	3,180	1,508	1,584	1,991
Residential	16,549	12,622	1,453	2,221	793	1,046	699	1,314	442	388	277	1,433	288	315	608
Nonresidential	8,916	15,913	422	103	5,485	4,112	2,025	2,050	10	84	178	1,609	813	764	954

NOTE: A complete listing of data sources is available in the October 1979 issue of *Alabama Business*. Throughout this table, details do not necessarily add to totals due to rounding. For cement, coke, and crude oil, individual months may not add to annual totals due to late revisions in annual data. r Revised.

[1] Estimated total for calendar month based on adjustment of weekly data. [2] Alabama has more than 90% of total capacity in the four-state area. [3] These data may not be reused in any manner without the express permission of F. W. Dodge Div., McGraw-Hill Information Co. [4] End-of-month balance.

[5] Beginning January 1978, the Consumer Price Index consists of "All Urban Consumers." Prior to that date, it included only "Urban Wage Earners and Clerical Workers." Historical data will not be available due to the change in coverage. No "Energy" data are available prior to 1978, and "Housing" data prior to January 1978 are not comparable to the new "Housing" series due to a change in definition.

[6] These data were previously presented as the "Wholesale Price Index." The new title more accurately reflects the coverage of the data.

[7] Civilian labor force, unemployment, and total employment are adjusted by place of residence, and total nonagricultural employment and its components are by place of work. Annual data are monthly averages. Data for the latest month are preliminary and will be revised in the following issue. All data are adjusted to a March 1979 benchmark.

[8] Includes both inbound and outbound shipments by water moving through private facilities as well as through the Alabama State Docks; excludes tonnage for military installations.

[9] Excludes sales to federal government. [10] These data may not be reused in any manner without the express permission of R. L. Polk and Company.

[11] Retail sales data represent sales at retail as reported to the Alabama Department of Revenue under the definition of the Alabama Sales Tax Law. Total sales figures include sales at retail by wholesalers and other nonretail firms as well as retail concerns. Sales at retail thus defined should not be confused with all sales (including nonretail sales) by retail concerns as reported in the *Census of Retail Trade*. **Monthly sales figures are preliminary and subject to revision on a continuing basis. Sales figures for the two latest months are normally low because they do not yet include data from late reporters. Retail sales historical data prior to 1976 are not available for the new series. The "Statewide" category in the "County" section provides sales figures which are not attributable to individual counties; it does not represent a state total.**

[12] Private construction only. May be partially estimated by the Bureau of the Census. [13] Quad-Cities consists of Florence, Muscle Shoals, Sheffield, and Tuscumbia.

The Marketing Concept Revisited

(continued from page 5)

decade? It is apparent from the experience of at least one major industry that we don't have to look ahead to the 1980s to see a retreat from the marketing concept. Most of the major firms of the forest products industry embraced the concept with great fervor during the 1960s. They got into a wide diversity of high-value-added products tailored to the perceived needs of many different market segments, backed up by expensive product development and promotional activities, directed by marketing staff enthusiasts with little knowledge of the industry and with a minimum of direction by top management. The results of these new ventures were highly unprofitable, and by the early 1970s, the pendulum began to swing back to an emphasis on the companies' basic strengths, namely their timber resources and production capabilities. This reversal of direction was hastened by rising raw materials costs, stagflation, and the increasing cost of capital equipment.

Is the situation I have described for the forest products industry going on elsewhere? I'm not going to try to generalize about all American industry. However, I do believe my findings give an indication of some trends going on among companies which produce mainly industrial goods, and particularly among those which, like the forest products industry, are strongly resource-oriented, but still have diversity in product lines and end markets. In the steel industry, for instance, current emphasis is on achieving production efficiency, even if this means pruning back product lines and withdrawing from market segments. In the chemical industry, companies which in the past were pushing out on the frontiers of knowledge to develop ever more sophisticated end products to promote to final consumer markets are now spending their capital to assure sources of raw material supply and to improve production efficiency of commodity chemicals. We even see evidence of this trend in consumer goods industries. According to a study of marketing executives in the *Fortune* 500 companies (recently reported in the *Harvard Business Review*), many companies are now turning to a strategy of "countersegmentation."[2] This involves eliminating market segments by dropping products or fusing segments by inducing customers of differentiated products or services to accept more simplified products. Thus, the heyday of the marketing concept may now be behind us.

[2] Alan J. Resnick, Peter B. B. Turner, and J. Barry Mason, "Marketers Turn to 'Countersegmentation'," *Harvard Business Review* 57 (September-October 1979): 100-106.

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50 Years of Service:

Alabama Business Continues Tradition

In November 1930, the recently founded Bureau of Business Research published a newsletter called *University of Alabama Business News*. The initial issue contained a statement of purpose for the Bureau:

> The Bureau of Business Research is distinctly a service organization. The last ten or fifteen years have seen the development of numerous agencies all over the country whose main purposes have been to collect information concerning business and economic subjects and to carry on studies of the problems which confront the businessmen of the country. The result has been the appearance of a great mass of published material mostly in the form of pamphlets, bulletins, and articles in business periodicals. The School of Commerce and Business Administration for the last five years has been gradually building up reference files of this material and establishing connections with as many as possible of these agencies. The Bureau of Business Research has as one of its primary objects the making of this information available to the citizens of Alabama . . . . The Bureau welcomes inquiries from the citizens of the state. It cannot guarantee to answer all questions, but it will make every effort either to furnish the information desired or to determine the source from which it can be obtained.
>
> A further purpose of the Bureau is to study the business and economic problems peculiar to Alabama and to publish from time to time reports of the results of this work in the form of special bulletins.

Today, almost a half century later, the research traditions begun in 1930 are still continuing. The Bureau of Business Research is now called the Center for Business and Economic Research, but its goal remains the same: service to the people of Alabama.

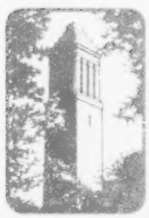
The *University of Alabama Business News* has also continued. During the 1940s, in fact, an additional monthly publication—the *University of Alabama Business News, Retail Trade Report*—was initiated. This latter publication, as its name indicated, dealt with retail trade trends in the State of Alabama.

Both of these monthly publications continued operations until 1973, although their names were changed along the way. The original publication had become known as *Alabama Business*, and the newcomer had evolved into *Alabama Retail Trade*. In September 1973, however, *Alabama Business* absorbed *Alabama Retail Trade* and began to publish more detailed retail trade data than it had previously provided.

In 1977, additional changes were made in the data published in *Alabama Business*. Instead of providing data for one month on a variety of business and economic topics, the publication instituted a new data feature called "General Business Indicators for Alabama." Monthly data were published for the latest 12 months available, and annual data were provided for three years. This arrangement was soon changed, however, so that two annual entries and 13 monthly entries were included, thus allowing readers to compare preliminary data for the latest month to data for the same month in the previous year. And in 1979, *Alabama Business* added another distinctive feature: the *Alabama Business Banking Supplement*. Published whenever data are available, the *Banking Supplement* provides detailed quarterly banking data for each county in the state as well as for the state as a whole.

Over the years, *Alabama Business* has always attempted to provide the most current and accurate economic and financial data possible on the Alabama economy. Of course, this does not mean that its efforts have always been successful. For example, timeliness is a problem with the *Alabama Business Banking Supplement*, and time-consuming data processing and the enormous size of the retail trade data file have delayed attempts to improve the retail trade series. Nevertheless, work to improve in both these areas as well as in other ways is continuously occurring. In fact, this month's issue includes revised retail trade estimates (some substantially different from preliminary totals) for 1978.

With the publication of this issue, *Alabama Business* brings to an end its first 50 years of service. In the future, we hope to continue to bring to our readers the most accurate data available on this state as well as articles and analyses on a wide variety of business and economic topics. We welcome your constructive criticism on ways in which we may better serve the people of Alabama.



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